

Facilitative Leadership Process

1. The “open”
 - Make a proposal (limited opening)
 - List (moderate opening)
 - Brainstorm (wide opening)
 - Clarify
2. Narrowing
 - Combine duplicate ideas
 - Prioritize ($N/3$) which means the number of items divided by 3 = number of votes per participant
 - Advocate (“Let’s take a few minutes to influence each other’s thinking—make your case.”)
3. Close
 - Negative poll—to eliminate alternatives that have low priority and reach quick agreement on remaining alternatives.
 - Build up/Eliminate (i.e., “What could we add to option A to make it work?”)
 - Both/And—to avoid either/or decision or win/lose solutions (i.e., “Do you need to choose between these final 2 options or could we try both?”)

